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# PLEASANTON

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## 5 YEAR STRATEGIC PLAN 2023 - 2028

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SERVICE | INTEGRITY | INCLUSION | INNOVATION

**VISION:** Pleasanton is a progressive, desirable city where a diverse community honors the city's historic character while working together to create an excellent quality of life now and for the future.

A. FUNDING OUR FUTURE: Fiscal Sustainability	
1.	<b>Develop a long-term strategy for funding operations and maintenance needs of community-owned facilities and infrastructure.</b>
2.	Identify expanded and new revenue sources to address significant infrastructure needs.
3.	Evaluate and update enterprise revenue sources, including utility rates and connection and user fees.
4.	Include assessment of ongoing maintenance and operating costs for all new projects.
5.	Update and standardize City policy regarding cost recovery for services.
6.	Establish policy and update City fee schedule to ensure fees charged represent costs of services.
7.	Conduct an analysis and update development impact fees to keep pace with new development costs.
8.	Continue to evaluate pension and other post-employment benefits (OPEB) liabilities.

B. OPTIMIZING OUR ORGANIZATION: Organizational Effectiveness	
1.	Implement the City's internal diversity, equity, and inclusion (DEI) action plan.
2.	Implement critical software platforms across departments.
3.	Develop and implement a plan for internal strategic communication.
4.	Evaluate and update the organization's structure of community engagement opportunities.
5.	Develop employee recruitment and retention strategies to position Pleasanton as the employer of choice for the region.
6.	Update City policies and procedures to proactively plan to address workplace health and safety issues.
7.	Update and expand onboarding, professional development, and performance management plans.
8.	Develop a Technology Strategic Plan.

C. INVESTING IN OUR ENVIRONMENT: Infrastructure, Public Facilities and Sustainability	
1.	Implement the four-year Capital Improvement Program (CIP).
2.	<b>Develop an Asset Management Plan to address comprehensive long-term planning for maintenance, renovation, repair and/or replacement of infrastructure and public facilities.</b>
3.	<b>Identify funding and implement the recommendations from the Water Supply Alternative Study to resolve PFAS water quality issues.</b>
4.	Complete the Water System Master Plan.
5.	Develop the Accessibility for Disabled Americans (ADA) Transition Plan.
6.	Continue to implement priority items from the Climate Action Plan 2.0 (CAP) to lead by example in environmental sustainability.
7.	Continue to invest in parks, bicycle, and pedestrian infrastructure, and public art.
8.	Update the Sewer System Master Plan.
9.	Develop the Stormwater Master Plan.
10.	Create a citywide Fiber Master Plan that outlines a plan for building and managing a fiber optic network.

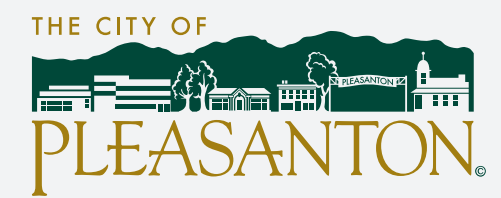
**KEY:** Bolded strategies reflect those established by the City Council for focused attention in the first two years of the Strategic Plan).



D. SAFEGUARDING OUR CITY: Public Safety and Emergency Preparedness	
1.	<b>Assess the City's overall emergency preparedness capabilities, resources, and tools and implement changes as needed to ensure the City is properly positioned to respond to disasters.</b>
2.	Develop and implement a comprehensive training program for all employees on disaster preparedness.
3.	Implement an ongoing strategy and training to reduce the City's cybersecurity risks.
4.	Identify funding sources and implement the hazard mitigation plan.
5.	Implement high priority items from the 2023-2027 Pleasanton Police Department Strategic Plan.
6.	Implement high priority items from the 2022-2026 Livermore Pleasanton Fire Department Strategic Plan.
7.	Develop a communication strategy regarding emergency preparedness for the community and regional partners.
8.	Identify funding and plan for a new Emergency Operations Center (EOC).
9.	Assess existing police facilities and fire stations to identify needs for remodeling or replacement.



E. BUILDING A COMMUNITY WHERE EVERYONE BELONGS: Livability and Community Development.	
1.	Apply strategies from the City DEI action plan to increase equitable access to City programs and services for the community.
2.	Develop a plan for strategic external communications to the community that integrates equitable best practices.
3.	Implement high priority items from the Library and Recreation Strategic Plan.
4.	Implement the updated 2024-2028 Economic Development Strategic Plan.
5.	Complete master planning and California Environmental Quality Act (CEQA) document for the Stoneridge Mall Framework.
6.	Implement the Housing Element and develop a plan to end homelessness.
7.	Create a livability index to measure community well-being, informed by the biannual community survey.
8.	Advance strategies for preserving historic resources and the historic character of the city.
9.	Advance the East Pleasanton Specific Plan.
10.	Establish a partnership with a non-profit developer to secure a site and develop an affordable housing project.
11.	Initiate an update of the 2005 General Plan.
12.	Implement the results of the Human Services Needs Assessment and streamline housing, human services, and community services grant programs.



This Strategic Plan serves as a roadmap, setting a progressive path for Pleasanton for the next five years, from 2023 through 2028. The plan will be integrated with the City’s annual budget development, the capital project planning process, and other plans and programs to align strategies with resources to deliver successful outcomes.

# STRATEGIC PLAN



**MISSION:** We prioritize our residents and businesses by delivering a wide array of exceptional public services to support a safe, sustainable, and inclusive community.